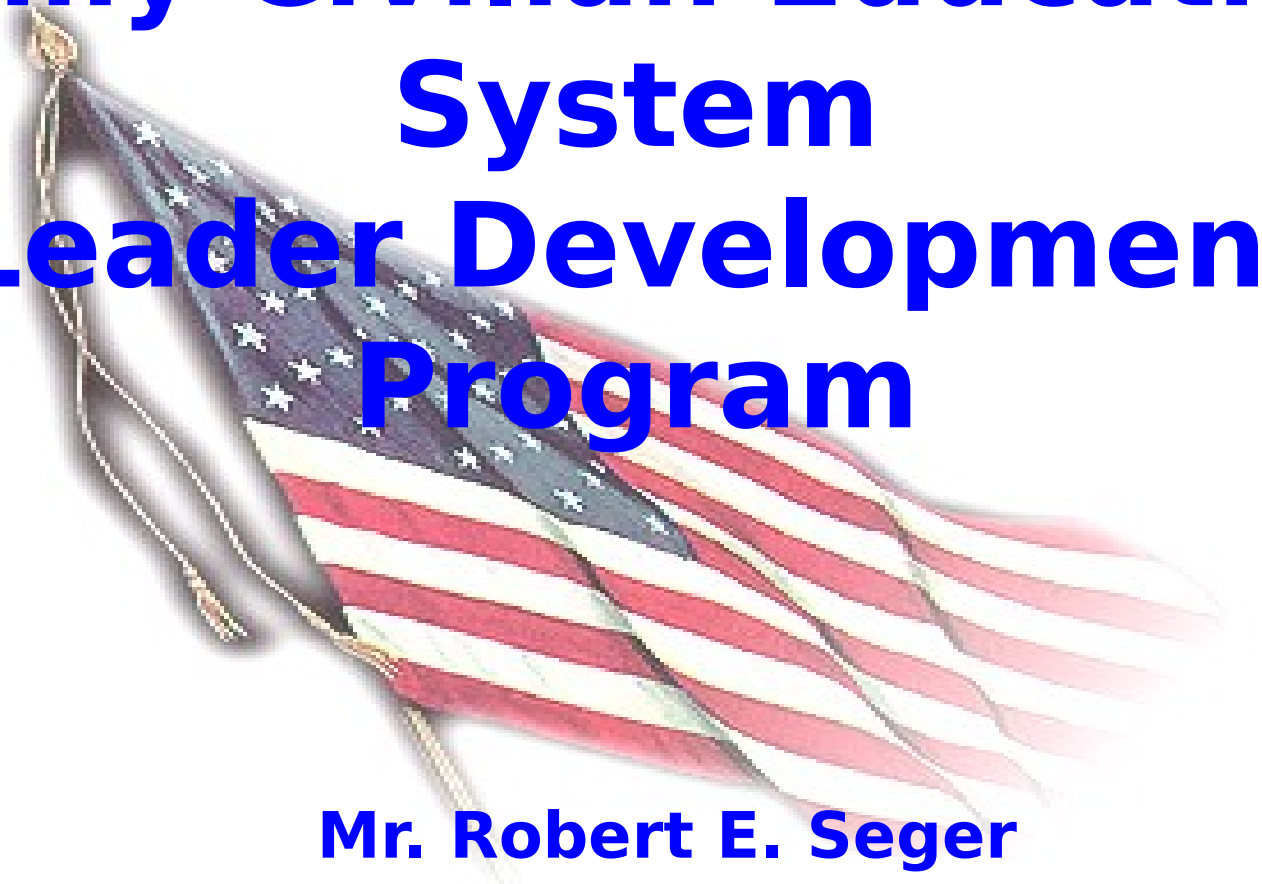
# Army Civilian Education System Leader Development Program



**Mr. Robert E. Seger**
**Assistant Deputy Chief of Staff - Training, HQ TRADOC**
**Senior Executive Training Symposium**
**14 March 2005**

# Army Training & Leader Development Panel- Civilian Study Recommendations

**Overall Study Finding:** *"There is no well-developed and executed, integrated, systemic approach for Army civilian leader development." (24 Feb 03)*

**CSA Approved**
**16 June 03**

**Key Recommendations:**

Completed

- **Move civilian leader development proponency** from G-1 to G-3 with TRADOC as executor for civilian education (Lead: G-3)

- **Develop a centralized Army Education System** integrating civilian and military individual training, education, and development where appropriate (Lead: TRADOC)

# Organizational Realignment of Civilian Leader Training

- ATLDP-Civ transferred civilian leader training proponency from G1 to G3
- G1's civilian leader training organizations, AMSC and CLTD, transferred to TRADOC, 1 Oct 04, as G3's executor
- Establishing command and control relationship for these organizations with Combined Arms Center

**Army Management Staff College,**
**Fort Belvoir**

*Courses:*
- Personnel Management for Executives I & II
- Sustaining Base Leadership and Management
- Garrison Pre-command Courses

**Division,**
**Fort Leavenworth**

*Courses:*
- Intern Leadership Development Course
- Leadership Education and Development
- Leadership Education and Development Train the Trainer
- Organizational Leadership for

# CES Fundamentals

- **Competency-based curriculum**
- **Progressive & sequential; right knowledge, skills, and abilities at right time**
- **Capitalize on existing military/civilian LD strategies and materials to fullest extent; address unique competencies**
- **Linked to certification/promotion for leadership positions**
- **Reach all civilian leaders; supported by policy/resources**
- **All training methods considered; mix of focused DL modules complemented by resident courses**
- **Continued support of civilian attendance at SSC**
- **ATLDP recommendations addressed**

# Foundation and Leadership Levels

**Uniformed Leaders**

- **Bn/Bde Cdr**
- **Co Cdr**
- **Sqd/Plt Ldr**
- **Soldier**

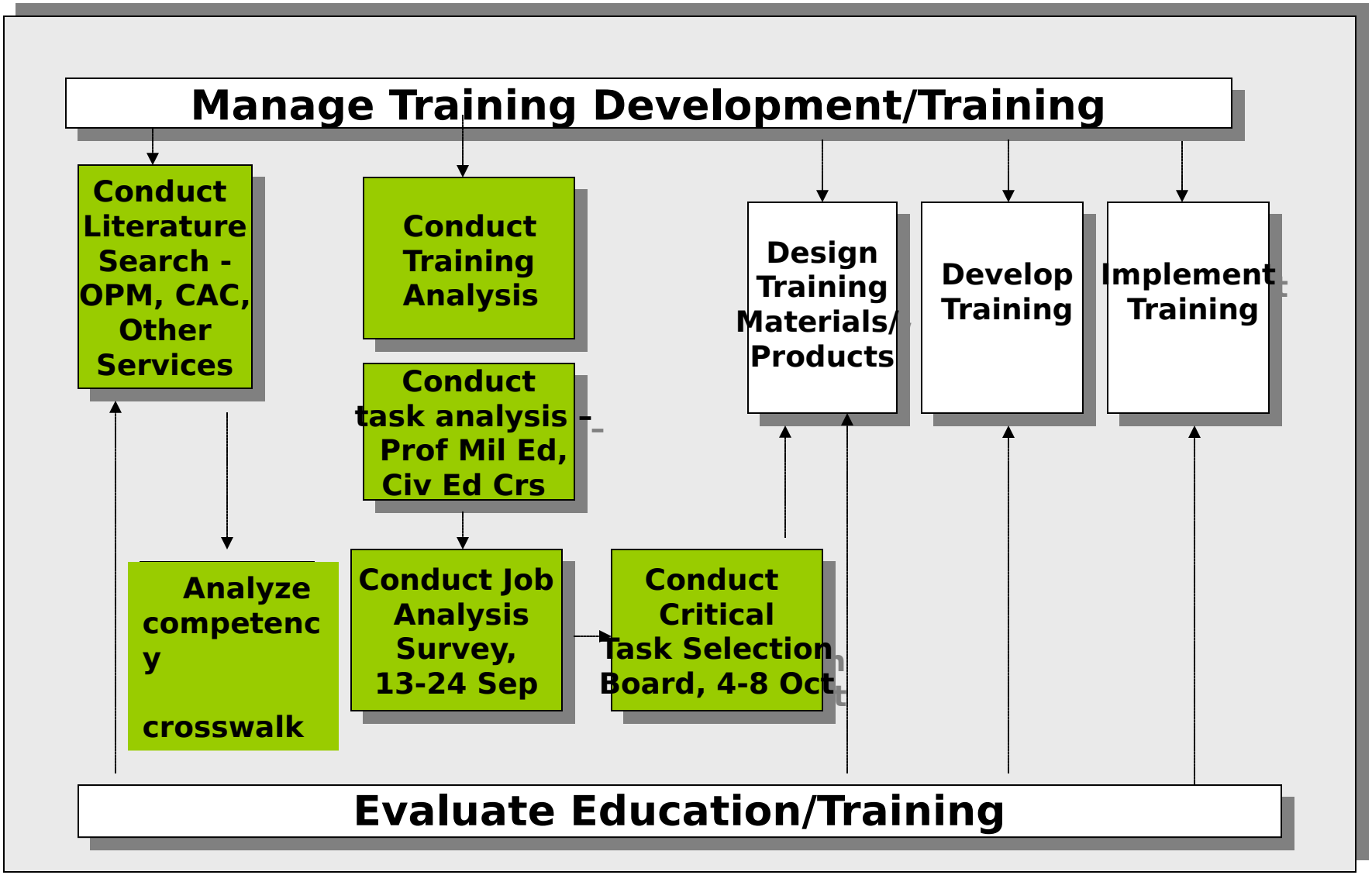
**Civilian Leaders**

- **Organizational, experienced (DIRECTOR); indirect leader**
- **Mid-level, semi-experienced (DIVISION CHIEF); direct/indirect leader**
- **First-level, inexperienced (BRANCH CHIEF); direct leader**

**Greening Orientation**

- **TEAM MEMBER: Entry into Army profession; no previous military experience**

# Developing CES


Manage Training Development/Training
Conduct Literature Search - OPM, CAC, Other Services
Conduct Training Analysis
Design Training Materials/ Products
Develop Training
Implement Training
Conduct task analysis - Prof Mil Ed, Civ Ed Crs
Analyze competenc y crosswalk
Conduct Job Analysis Survey, 13-24 Sep
Conduct Critical Task Selection Board, 4-8 Oct
Evaluate Education/Training

# Sources of LD Content - Civ

**Current Civilian Courses**

**Personnel Management for Executives I & II**

**Organizational Leadership for Executives**

**Manager Development Course**

**staining Base Leadership Management Development Course**

**Leadership Education and Development Course**

**Supervisory Development Course**

**Intern Leadership Development Course**

**Action Officer Development Course**

**Future CIVILIAN Courses**

**ADVANCED**
(organizational; indirect ldr)
Mil: Bn/Bde Civ: Director

**INTERMEDIATE**
(mid-level; direct/indirect ldr)
Mil: Co Civ: Division Chief

**BASIC**
(first-level; direct ldr)
Mil: Sqd/Plt Civ: Branch Chief

**Entry Level**
Orientation/Greening

# Sources of LD Content - Mil

**Existing UNIFORMED Courses**

**Courses**

**War College**

**SGM Course**

**Intermediate Level Ed**

**Advanced NCO Course**

**Captains Career Course**

**Basic NCO Course**

**Officer Basic Course**

**Primary Leader Development Course**

**Initial Entry Training**

**Future CIVILIAN**

**ADVANCED**
(organizational; indirect ldr)
Mil: Bn/Bde Civ: Director

**INTERMEDIATE**
(mid-level; direct/indirect ldr)
Mil: Co Civ: Division Chief

**BASIC**
(first-level; direct ldr)
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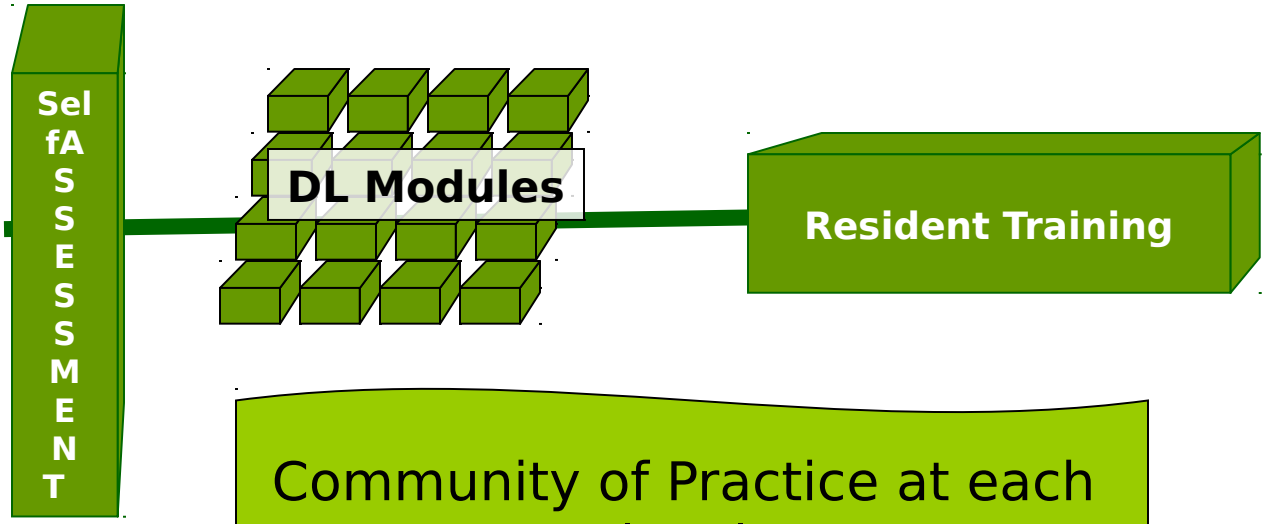
**Entry Level**
Orientation/Greening

# CES Architecture

## Training Required by Position




e.g., www.ces.mil

DL:
Pre-Test/Test-out
Self assessment

- DL available to all, anytime; web-based, certificate producing; pre-requisite to resident attendance

- Resident, centrally managed/ATTRS tracked; mandatory within 1 year of promotion

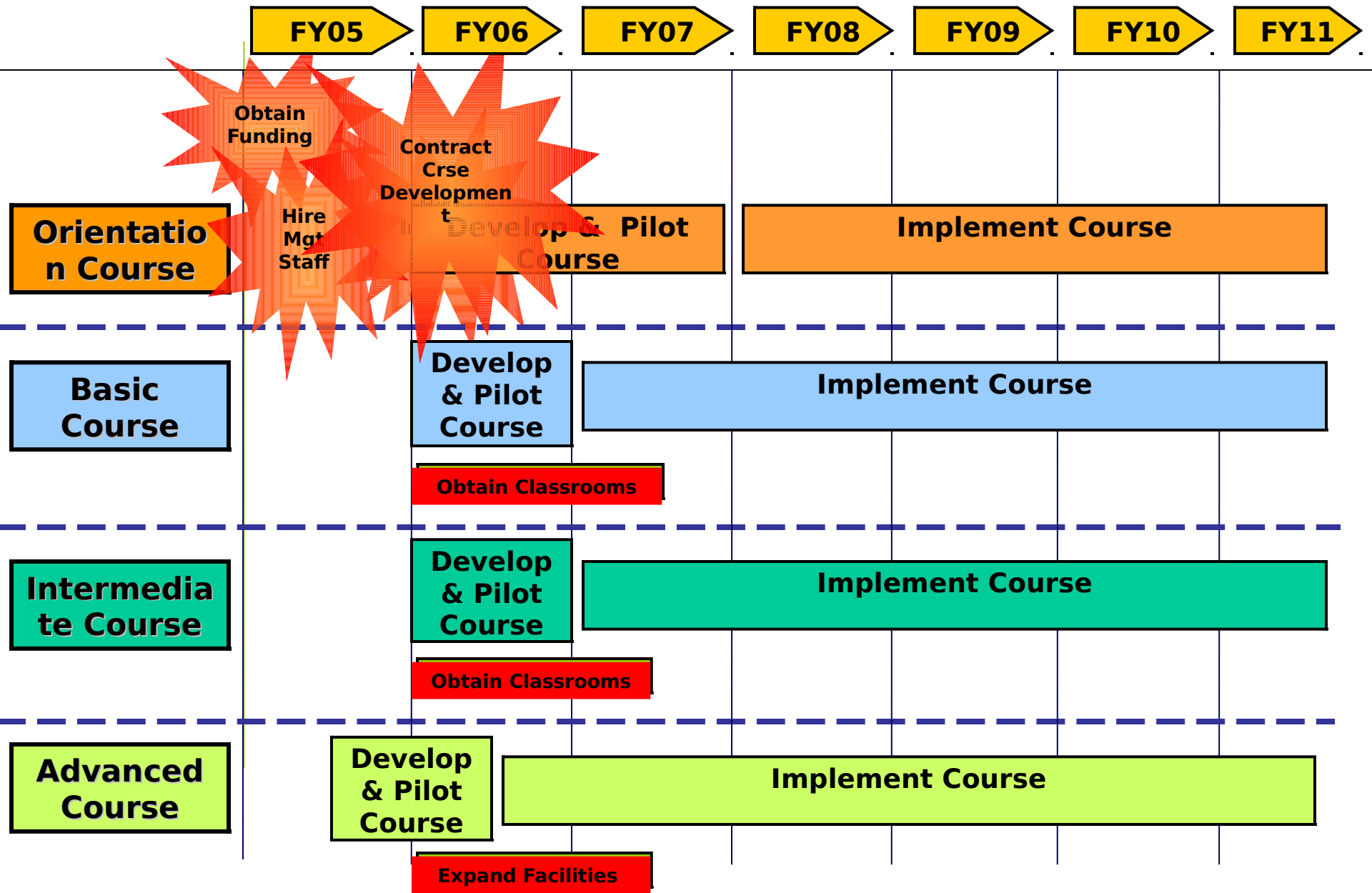
# Projected CES Courses

| | Annual Student Load | Hours Resident Instruction | Hours Distributed Learning (DL) Instruction | Training Strategy |
|---|---|---|---|---|
| Orientation Course | 20,000 | 0 | 91 | DL only |
| Basic Course | 6,000 | 112 | 72 | DL pre-requisite *SGI Resident |
| ntermediate Course | 5,000 | 138 | 109 | DL pre-requisite SGI Resident |
| Advanced Course | 668 | 119 | 90 | DL pre-requisite SGI Resident |

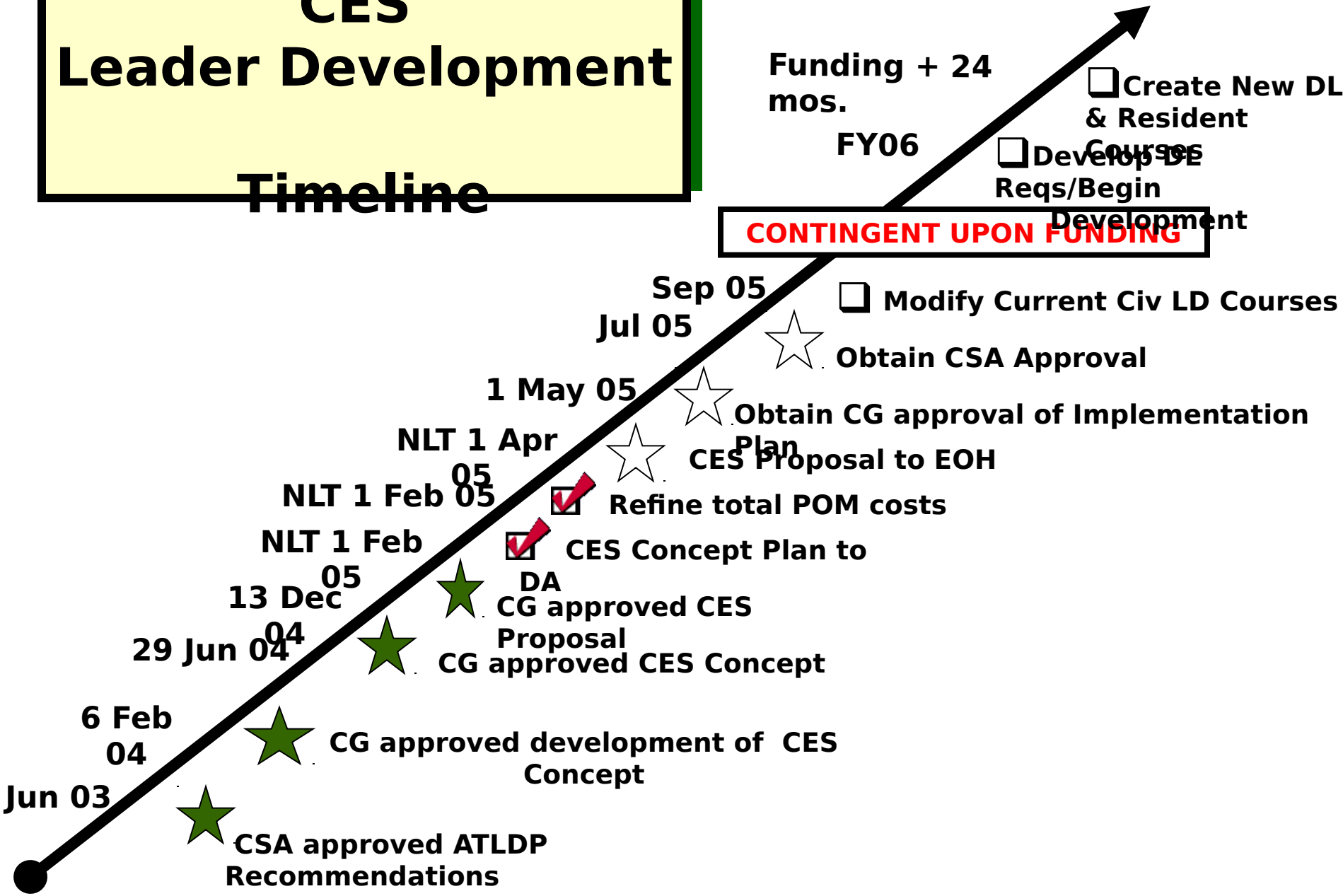
***All levels supported by a Community of Practice***

* Small Group Instruction

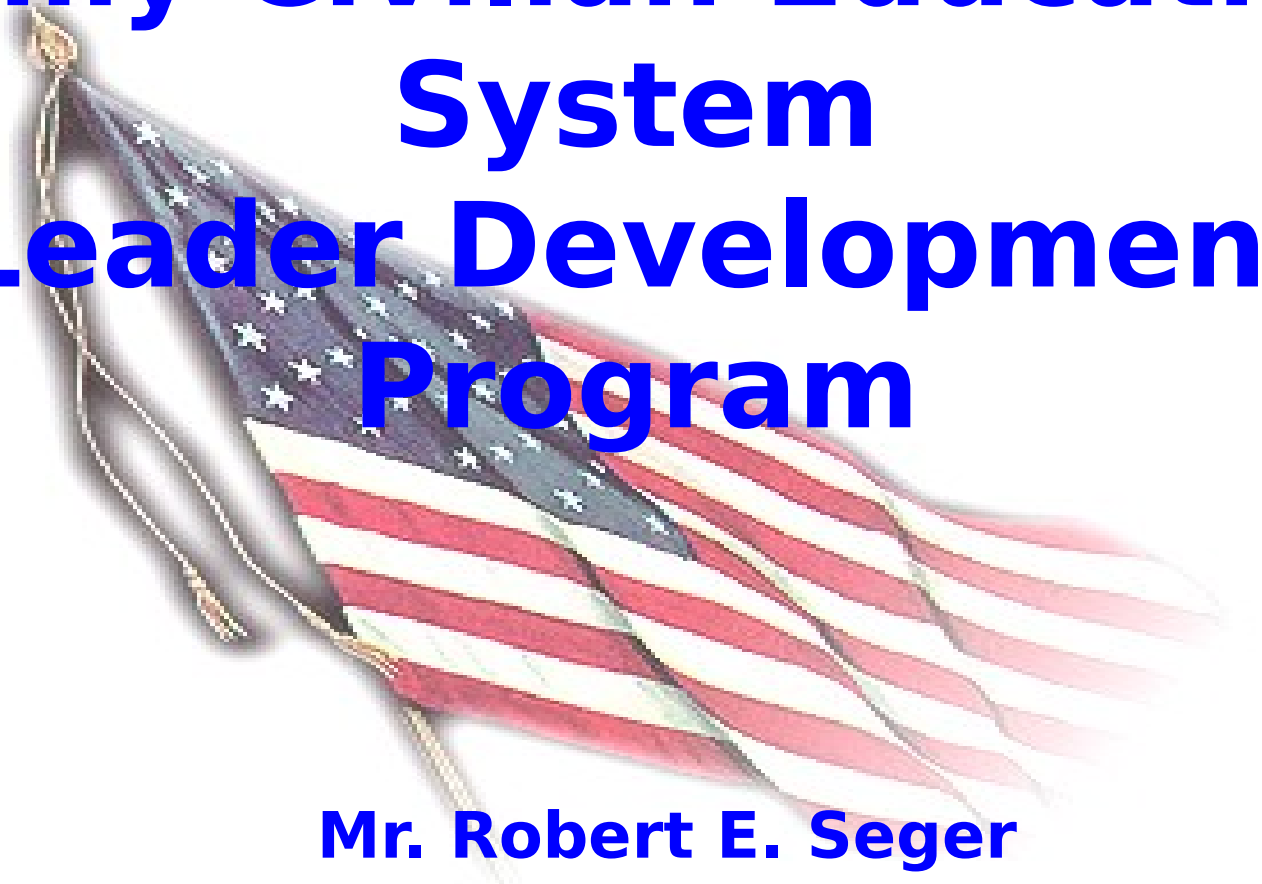
# CES Implementation Timeline



# CES Leader Development Timeline



# Army Civilian Education System Leader Development Program



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# BACKUPS

# Actions Toward Implementation

- ☑ **G3 approved forwarding $2.91M FY05 UFR to ABO for funding**
  - ➢ Funds civilian overhires, training development contractors, and administrative costs to begin development effort
- ☑ **AMSC/CLTD transferred (with funding and manpower) to TRADOC**
- ☑ **CAC assigned C2 for AMSC/CLTD effective 15 Dec**
- ☑ **Transfer mission to CAC for further refinement and implementation**

# CAC Implementation Tasks

- **Refine Critical Task Selection Board results for additional instructional analysis**
- **Design and develop training, by phase**
  - Modify existing courses to extent possible (FY05)
  - All DL and resident instruction (Adv Level) in FY06
  - Resident instruction (Basic/Intermediate) in FY07
- **Assess/refine programmatics/manpower**
- **Develop Implementation Plan for TRADOC CG approval**

# Phased Implementation

- Phase 1: Modify current LD civilian courses (FY05)

**Contingent upon funding**

- Phase 2: Modify existing DL courses (FY06)

- Phase 3: Create new DL/resident courses (FY06-07)

# Actions Completed To Date

- ✓ Developed, staffed, and reconciled CES concept proposal with principal stakeholders.
- ✓ Cross-walked existing uniformed and civilian leader development tasks; identified and addressed gaps.
- ✓ Analyzed (initial) methods and length of proposed training
- ✓ Conducted field survey of approximately 1,000 DA civilians to validate proposed tasks; conducted Critical Task Selection Board
- ✓ Briefed CES concept proposal to G1/Board of Directors and G1/Career Program Policy Committee Functional Chief Representatives
- ✓ Coordinated transfer of Army Management Staff College and Civilian Leadership Training Division to TRADOC, 1 Oct, in accordance with G3 Concept Plan
- ✓ Obtained CG, TRADOC approval of coordinated CES concept proposal 13 Dec and mission proponency assigned to Combined Arms Center

# Actions To Be Completed

- Explore most effective/efficient means for providing resident CES instruction.
- Review requirements determination and reporting mechanisms to link civilian HR system with ATRRS.
- Research legislative obstacles of linking training to promotion.
- Continue to integrate CES proposal with emerging NSPS and SAW initiatives.

# Orientation Course

Description: Designed for civilians entering the Army profession with no previous Army experience. Training focuses on Army core values, customs, heritage, and traditions; role of the Army and its members; and building interpersonal skills. New employees take an online pre-assessment to identify individual course modules needed.

Training Strategy:

- 100% Distributed Learning
- Delivery method is appropriate for knowledge-based/cognitive tasks/competencies required to achieve learning objectives at this level
- Web-based delivery available at office, education centers, and the Army Distributed Learning Program (TADLP) Digital Training Facilities
- Students supported by a Community of Practice
- Supervisor provides OJT to support learning objectives

Requirements:

- 91 hours DL instruction development/delivery
- 20,000 students per year
- 5 course support personnel (responsibilities change from development through implementation)

# Basic Leader Development Course

Description: Designed for civilian leaders who exercise direct leadership to effectively lead and care for teams. Training focuses on providing basic education in leadership and counseling fundamentals, interpersonal skills, and self-awareness. Training must be completed not later than one year following selection to a direct-level supervisory position. A web-based DL pre-assessment will identify individual needs for specific DL modules.

Training Strategy:

- 72-hour DL pre-requisite (pre-assessment determines individual length)
  - Consider print-based medium initially, pending development of computer-based instruction.
- 112-hour resident phase
- 20 students per class / 2 instructors per class
- Small group instruction method promotes a high level of interactivity necessary to support learning objectives such as interpersonal skills/leader behaviors
- Students supported by a Community of Practice

# Intermediate Leader Development Course

Description: Designed for civilian leaders who exercise direct and indirect supervision, and are by necessity more adaptive, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training focuses on “mission” planning, team building, establishing command climate, and stewardship of resources. Training must be completed not later than one year following selection to a direct/indirect level supervisory position. A web-based DL pre-assessment will identify individual needs for specific DL modules.

Training Strategy:

- 109-hour DL pre-requisite (pre-assessment determines individual length)
  - Consider print-based medium initially, pending development of computer-based instruction.
- 138-hour resident phase
- 20 students per class / 2 instructors per class
- Small group instruction method promotes a high level of interactivity necessary to support learning objectives such as interpersonal skills/leader behaviors
- Students supported by a Community of Practice

# Advanced Leader Development Course

Description: – Designed for civilian leaders who exercise predominately indirect supervision who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. Training focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources. Training must be completed not later than one year following selection to an indirect level supervisory position. A web-based DL pre-assessment will identify individual needs for specific DL modules.

Training Model:

- 90-hour DL pre-requisite (pre-assessment determines individual length)
  - Consider print-based medium initially, pending development of computer-based instruction.
- 119-hour resident phase
- Incorporate advanced level competencies/tasks identified by the Critical Task Selection Board into the existing SBLM course; ***new advanced level leader development curriculum will replace current SBLM leader development curriculum with no increase in course length***
- University environment; large lectures and small group seminars

# CES Resource Rollup

| CES ROLL UP | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY06-11 |
|---|---|---|---|---|---|---|---|---|
| RES. COURSE DEVELOPMENT/SUST | 0.00 | 1.85 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 3.72 |
| DL COURSE DEVELOPMENT/SUST | 0.00 | 6.73 | 0.40 | 0.41 | 0.41 | 0.42 | 0.43 | 8.80 |
| INSTRUCTORS | 0.00 | 1.82 | 12.79 | 13.23 | 13.68 | 14.15 | 14.63 | 70.31 |
| COURSE SPT PERS | 0.00 | 0.00 | 0.54 | 0.56 | 0.58 | 0.59 | 0.62 | 2.88 |
| CLASSROOM TECHNOLOGY | 0.00 | 0.13 | 1.09 | 0.10 | 0.10 | 0.10 | 0.10 | 1.59 |
| MANAGEMENT MANPOWER | 1.70 | 1.76 | 1.82 | 1.88 | 1.95 | 2.01 | 2.08 | 11.51 |
| STAFF FURN/COMPUTERS | 0.55 | 0.00 | 0.01 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 |
| STAFF OPNS RECUR. COST | 0.66 | 0.16 | 0.36 | 0.37 | 0.38 | 0.40 | 0.41 | 1.97 |
| COURSE/SUPPLIES/PRNTG | 0.00 | 1.72 | 1.56 | 1.57 | 1.58 | 1.58 | 1.59 | 9.60 |
| STUDENT TRAVEL/PER DIEM | 0.00 | 2.45 | 31.61 | 32.15 | 32.73 | 33.32 | 33.92 | 166.18 |
| FACILITIES MAINT/UTILITIES | 0.00 | 0.51 | 0.81 | 0.81 | 0.81 | 0.81 | 0.81 | 4.53 |
| FACILITY UPGRADES | 0.00 | 5.13 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5.13 |
| TOTAL CES RQMT | 2.91 | 22.26 | 51.36 | 51.44 | 52.58 | 53.75 | 54.95 | 286.23 |
| **PROGRAMMED FUNDS** (Highlighted fields indicate available funds for CES) | | | | | | | | |
| ATLDP-C (DL Only) | 0.00 | 0.93 | 0.20 | 0.21 | 0.21 | 0.21 | 0.22 | 1.98 |
| TF LDR DEV & ED | 0.00 | 0.34 | 0.66 | 0.66 | 0.28 | 0.28 | 0.28 | 2.51 |
| SBLM | 12.40 | 13.30 | 14.00 | 14.30 | 14.70 | 14.60 | 14.70 | 85.60 |
| PME | 1.60 | 1.80 | 1.90 | 1.90 | 2.00 | 2.00 | 2.00 | 7.90 |
| CLTD (LEAD/OLE) | 4.40 | 4.50 | 4.80 | 5.30 | 5.50 | 5.80 | 5.80 | 22.40 |
| SR STAFF COLL. (SSC) | 0.50 | 1.30 | 1.30 | 1.40 | 1.40 | 1.50 | 1.50 | 8.40 |
| SUBTOTAL FUNDS AVAILABLE | 0.00 | 1.27 | 7.57 | 8.07 | 7.99 | 8.29 | 8.30 | 34.79 |
| NET CES RQMT | 2.91 | 20.98 | 43.79 | 43.38 | 44.59 | 45.46 | 46.65 | 251.45 |